MANITOBA

ANNUAL REPORT
1983

Civil Service
Commission

84- 4097 /

MANITOBA

MINISTER OF FINANCE

WINNIPEG
R3C 0V8

Her Honour
The Honourable Pearl McGonigal
Lieutenant-Governor of Manitoba
Room 235 Legislative Building
Winnipeg, Manitoba

May It Please Your Honour:

I present herewith the Sixty-sixth Annual Report of the Manitoba Civil Service Commission for the year ended December 31, 1983.

Respectfully submitted

Vic Schroeder
Minister Responsible for
The Civil Service Act

MANITOBA
CIVIL SERVICE COMMISSION
935 — 155 Carlton Street
Winnipeg, Manitoba
R3C 3H8

The Honourable Vic Schroeder
Minister Responsible for
The Civil Service Act
103 Legislative Building
Winnipeg, Manitoba

Sir:

In conformity with the provisions of The Civil Service Act, I am pleased to forward to you, the Minister Responsible for administration of The Civil Service Act, the 66th Annual Report of the Manitoba Civil Service Commission.

This Report covers the year ended December 31, 1983 and includes a review of the Commission's activities for that period.

Respectfully submitted

E. A. Poyser
Chairperson

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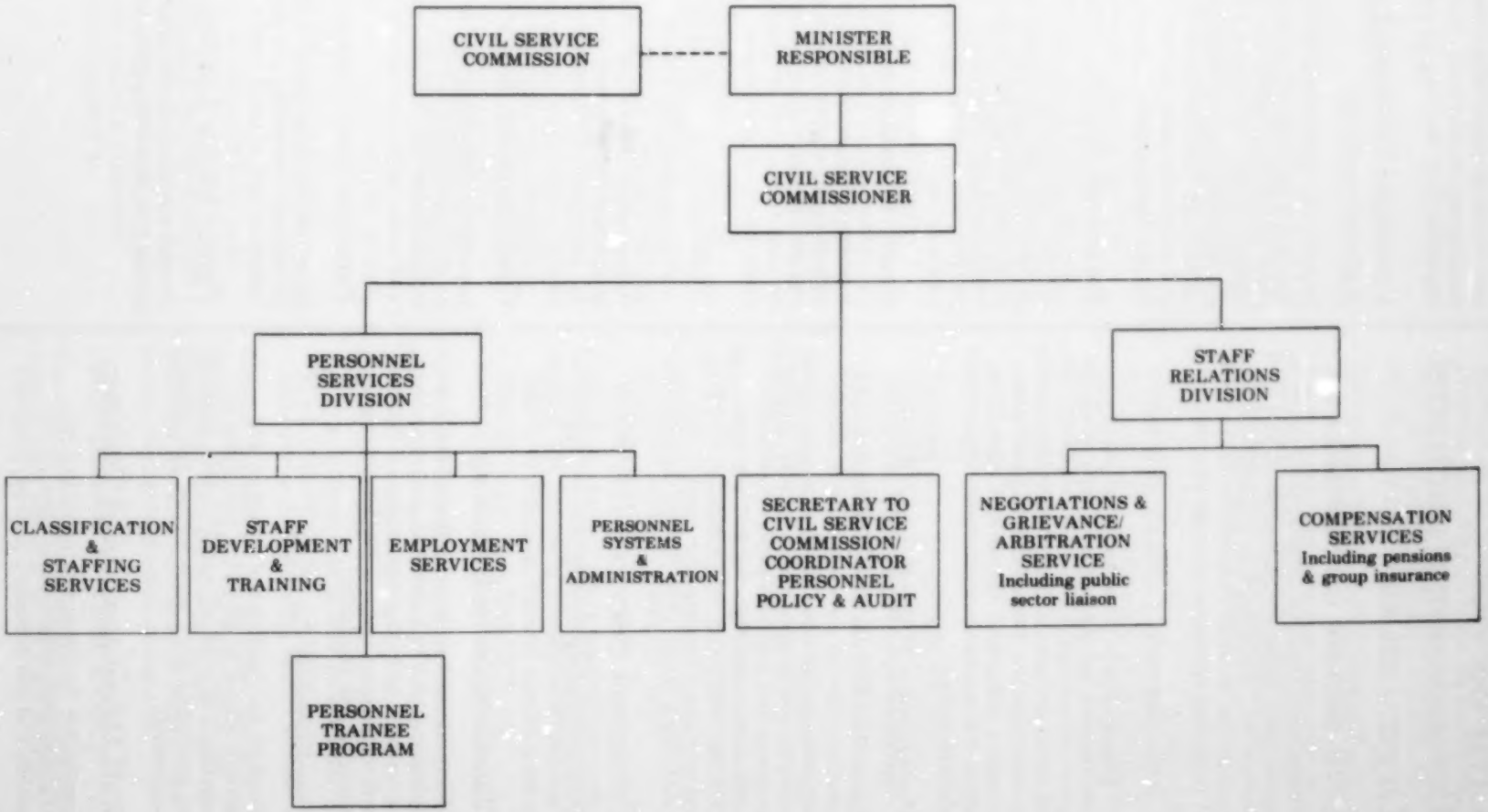
Civil Service Commission


CIVIL SERVICE COMMISSION
MINISTER RESPONSIBLE
CIVIL SERVICE COMMISSIONER
PERSONNEL SERVICES DIVISION
STAFF RELATIONS DIVISION
CLASSIFICATION & STAFFING SERVICES
STAFF DEVELOPMENT & TRAINING
EMPLOYMENT SERVICES
PERSONNEL SYSTEMS & ADMINISTRATION
SECRETARY TO CIVIL SERVICE COMMISSION/ COORDINATOR PERSONNEL POLICY & AUDIT
NEGOTIATIONS & GRIEVANCE/ ARBITRATION SERVICE Including public sector liaison
COMPENSATION SERVICES Including pensions & group insurance
PERSONNEL TRAINEE PROGRAM

Civil Service Commission Functional Organization

Civil Service Commission

Administers The Civil Service Act, acts as an appeal body under the provisions of The Civil Service Act, and reports to the Legislature through the Minister Responsible on the status of personnel management in government.

Civil Service Commissioner

As Deputy Head, manages the effective development and delivery of a comprehensive personnel management service consistent with the terms of The Civil Service Act, initiates the development and formulation of government personnel policy and advises and informs the Minister Responsible on all aspects of personnel administration.

Personnel Policy and Audit

Ensures the identification, development and communication of consistent and equitable personnel management policies and procedures, monitors and reviews personnel management programs and practices within government, facilitates the development and achievement of Civil Service Commission Program Objectives and provides administrative support and consultation to the Civil Service Commission.

Personnel Services Division

Responsible for the development and delivery of Personnel Management programs and services to departments through specialist branches.

Classification and Staffing

Ensures the development and maintenance of the staffing and classification programs of the Commission including organizational analysis, staff complement analysis, and human resources allocation and utilization.

Employment Services

Develops and implements programs and services related to providing assistance to individuals in attaining employment, maintaining productive work performance, and career progression.

Staff Development and Training

Responsible for increasing individual and organizational effectiveness through the provision of the necessary policies, programs and resources required to meet identified training and development needs within the Manitoba Civil Service.

Personnel Systems & Administration

Ensures the appropriate development, utilization and confidentiality of personnel management information within the civil service through the development and administration of the necessary policies, procedures, systems and capabilities. Provides financial, administrative and communications services to the Civil Service Commission.

Personnel Trainee Program

Consists of a formal program of rotational job assignments and specialized training designed to provide trainees with a comprehensive background and exposure to all aspects of professional personnel management within the public sector.

Staff Relations Division

Represents the government in union-management relations within the public service and provides specialist and consultative services to the Civil Service Commission and departments of government.

Negotiations and Grievance Arbitration Services

Acts as agent for the government in collective bargaining and grievance arbitration processes. Implements and administers collective agreements.

Compensation Services

Develops, recommends and interprets government compensation policies and provides compensation and benefits research and liaison with other public and private sectors.

Pensions and Group Insurance

Serves as the government's consultative body on matters concerning pension plans, group insurance and selected employee benefits.

Public Sector Liaison

Provides liaison and consultative services within the Manitoba public sector.

Annual Report

Civil Service Commission

Introduction

This annual report covers the activities of the Civil Service Commission for the calendar year 1983, and is submitted in accordance with subsections (1) and (2) of Section 60 of The Civil Service Act.

During 1983, significant effort was placed on reviewing the strategic plans of the Civil Service Commission and refinement of the role and mission statement for the Civil Service Commission. In addition, an executive committee was formally established to coordinate the development and administration of Commission programs and to facilitate the attainment of Commission objectives.

The role and mission statement developed provides a significant redefinition and refinement of the initial role and mission statement developed when the Civil Service Commission was re-established in 1979 with responsibility for all personnel management matters under the Civil Service Act.

Role and Mission — Civil Service Commission

TO ENSURE THE EFFECTIVE DEVELOPMENT AND DELIVERY OF A COMPREHENSIVE HUMAN RESOURCE MANAGEMENT SERVICE WHICH IS CONSISTENT WITH THE TERMS OF THE CIVIL SERVICE ACT, RESPONSIVE TO GENERAL GOVERNMENT POLICY AND SUPPORTIVE TO SPECIFIC DEPARTMENTAL AND/OR BROAD ORGANIZATIONAL GOALS. THE CIVIL SERVICE COMMISSION EXISTS TO:

- ENSURE THE DEVELOPMENT, INTERPRETATION AND COMMUNICATION OF SOUND PERSONNEL POLICY, STANDARDS AND PRACTICES WITHIN GOVERNMENT.
- ENSURE THE DEVELOPMENT AND DELIVERY (EITHER DIRECTLY OR THROUGH DELEGATED AUTHORITY) OF A FULL RANGE OF HUMAN RESOURCE MANAGEMENT SERVICES TO GOVERNMENT AND/OR DEPARTMENTS OF GOVERNMENT.
- MONITOR, REVIEW AND AUDIT PERSONNEL PRACTICES IN GOVERNMENT TO ENSURE COMPLIANCE WITH THE ACT, GOVERNMENT POLICY AND ORGANIZATIONAL GOALS.
- REPRESENT THE GOVERNMENT AS ITS AGENT IN SUCH MATTERS AS EMPLOYEE RELATIONS, COLLECTIVE BARGAINING, BENEFITS ADMINISTRATION, AND THE GRIEVANCE ARBITRATION PROCESS.
- PROVIDE FOR AN IMPARTIAL AND INDEPENDENT AVENUE OF REDRESS FOR THOSE MATTERS APPEALABLE TO THE CIVIL SERVICE COMMISSION UNDER THE ACT OR APPROPRIATE COLLECTIVE AGREEMENT.
- ANTICIPATE FUTURE MAJOR POLICY ISSUES AND KEEP THE MINISTER AND GOVERNMENT ADVISED ACCORDINGLY.
- REPORT TO THE LEGISLATURE THROUGH THE MINISTER RESPONSIBLE ON THE STATUS OF PERSONNEL MANAGEMENT IN GOVERNMENT.

IN ACCOMPLISHING THE FOREGOING, EMPHASIS IS PLACED ON:

- ADHERENCE TO THE PRINCIPLE OF MERIT AND EQUITY OF TREATMENT.
- SUPPORT FOR POSITIVE ACTION TO ENSURE EQUAL EMPLOYMENT OPPORTUNITY.
- DEVELOPMENT OF A CO-OPERATIVE APPROACH TO UNION MANAGEMENT RELATIONS.
- PROMOTION OF A SERVICE AS OPPOSED TO A CONTROL IDENTITY.
- PROVISION OF LEADERSHIP TO THE PERSONNEL COMMUNITY IN GOVERNMENT.
- RECOGNITION THAT HUMAN RESOURCE MANAGEMENT IS AN ESSENTIAL COMPONENT OF MANAGEMENT'S ACCOUNTABILITY.

Detailed accounts of the functions and programs of each area of the Commission are provided in the body of this report. The following are brief summaries of some of the major program highlights during 1983:

Affirmative Action Policy

The work on the development of an Affirmative Action Policy reported in the 1982 Annual

Report was further advanced during 1983. In June 1983, a formal policy was adopted by Cabinet and a letter of agreement was signed between the M.G.E.A. and the Manitoba government providing for the development and implementation of the Affirmative Action plans for each department.

During 1983, an Affirmative Action Co-ordinator (Mr. Brian Dagdick) was appointed reporting directly to the Minister Responsible for Affirmative Action (the Honourable Mary Beth Dolin). A Central Affirmative Action Committee was appointed consisting of three senior management and three Union representatives. This Committee is charged with the responsibility of formulating the guidelines and procedures within which individual Joint/Union Management Committees at the departmental level will formulate Affirmative Action plans tailored to the specific needs of each department. It is anticipated that the finalization of the guidelines and the appointment of the individual departmental committees will be well underway by the end of the first quarter of 1984.

Staff of the Civil Service Commission will function as a major resource to the implementation of the Affirmative Action Policy and will be providing support to the Affirmative Action Co-ordinator in such areas as communication, training, workforce analysis, review of policies and procedures and eventually the audit of the effectiveness of plans within the various departments of government.

Severance Supplement Act

During 1983, Staff of the Civil Service Commission were involved in the development and implementation of a voluntary early retirement "window" designed to encourage early retirement of existing staff in order to reduce payroll costs and provide additional promotional and employment opportunities within the government service.

For those employees who were age 55 and older between February 28 to June 30, 1983, the government eliminated the early retirement penalty, improved the formula used to calculate benefits by using an average salary based on the best 6 instead of the best 7 of the last 12 years, and reduced the qualifying service for early retirement from 10 to 2 years. The Civil Service Superannuation Board reported 256 early retirements during 1983 as compared with 98 during 1982 suggesting that at least an additional 150 early retirements took place within the civil service as a result of the early retirement incentives.

Re-negotiation — M.G.E.A. Contract

In March 1982 the government entered into a collective agreement with the Manitoba Government Employees' Association which was to expire in March of 1984. The second year of the contract provided for a wage increase of 10.3% through a cost of living formula effective March 19, 1983.

Early in 1983 discussions took place with the M.G.E.A. which resulted in the re-negotiation of the wage settlement as follows:

a) The 10.3% wage increase was deferred for three months until June 1983.

b) The Collective Agreement was extended for six months to September 28, 1984.

c) A wage increase of $370.00 per year (1.5%) was negotiated to be effective June 23, 1984.

d) An employer paid, Long Term Disability Insurance Plan, was agreed upon effective April 1, 1984.

e) A provision was negotiated providing that there would be no lay-off of employees during the term of the agreement.

Strengthening and Clarification of the Role of the C.S.C. Board

In accordance with The Civil Service Act, one of the responsibilities of the Civil Service Commission is to provide advice to the Minister Responsible for The Civil Service Act on matters relating to personnel administration within government. In conformity with this requirement, the Board of the Commission held a series of policy review meetings during 1983 in order to identify and priorize current and future issues which may have a general impact on human resource management within government and a specific impact on the operation of the Civil Service Commission. The Board met with the Minister Responsible for The Civil Service Act to discuss these issues and to clarify its ongoing advisory role in this regard.

Conflict of Interest Policy

During 1983 the Civil Service Commission was involved in consultation with various departments of the government and held ongoing discussions with the Manitoba Government Employees' Association toward the development of a Conflict of Interest Policy and Guidelines for civil service employees. It is anticipated that the policy and guidelines will

receive both Union and government approval and be communicated to all employees early in 1984.

Long Term Disability Insurance Plan

Throughout 1983 discussions have been ongoing with the M.G.E.A. concerning the development of a Long Term Disability Insurance Plan for implementation effective April 1, 1984 as committed to in the renegotiation of the Collective Agreement. It is anticipated that all details will be finalized in order to ensure implementation by the April 1, 1984 target date.

Appointment of Commissioners

During 1983 two new Commissioners were appointed as members of the Civil Service Commission Board. Beverly Suek and Michel Lagace, both of Winnipeg, were appointed to the Commission in March of 1983.

Beverly Suek is a Director of the Human Development Centre in Winnipeg and has held a number of positions related to labour, training and management, including technical advisor to Labour Canada on labour affairs and human rights, and Women's Employment Co-ordinator, Federal Department of Manpower and Immigration.

Michel Lagace is President of Cereco Inc., a Winnipeg consulting and research company. He has served as Director of the Research Centre, St. Boniface College; Principal Analyst for Social Development for the Premier's Office, Ontario Government; Economist for the Ontario Department of Labour and Statistics Canada, and also with Hedlin-Menzies and Associates of Winnipeg.

Employment and Program Trends

Throughout this report, comparisons of statistics and levels of program delivery have been provided on a yearly basis. Some of the highlights of these trends and statistics are:

- 12,475 Civil Servants and Term employees paid on a regular basis in December, 1983 as compared to 12,694 in December, 1982. A total of 16,494 employees in all categories as compared to 16,773 in December, 1982.
- 19,748 applications for 437 competitions in 1983 as compared to 29,383 applications for 908 competitions in 1982.
- continuing increase in the average number of applications per competition from 12 in 1979 to 45 in 1983.
- a 28% increase in the number of referrals to the Employee Assistance Program over 1982.
- coninuing increase in the number of meetings of the Civil Service Commission Board from 17 in 1979 to 31 in 1983.

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Manitoba Civil Service Commission

E.A. (Ted) Poyser — Chairperson
Paul I. Hart. — Civil Service Commissioner
Shirley Bradshaw — Member
James W. Hartry — Member
William Michaluk — Member
Beverly Suek — Member
Michel Lagace — Member

During 1983, Beverly Suek and Michel Lagace were appointed as citizen members of the Civil Service Commission Board. With the appointment of these two new members, the Board has its full complement of members and continued in this capacity for the balance of 1983.

As outlined in this report, the Board members expanded the activities of the Board by initiating a program of policy review and analysis related to matters concerning personnel administration within the government service.

Administration of the Civil Service Act

The Civil Service Commission established under Section 4(1) of The Civil Service Act is responsible for applying and carrying out the provisions of The Civil Service Act and functions as an appeal body pursuant to the provisions of The Act. The Commission is also responsible for advising the Minister Responsible for The Civil Service Act on problems concerning personnel administration.

The Commission carries out its functions and responsibilities through the staff organization outlined in this report.

The Civil Service Commission Board, consisting of citizen and government members, acts as an appeal body with respect to all appealable matters emanating from employees not covered by the provisions of a collective agreement, all appeals with respect to position reclassification, and selection appeals with respect to both bargaining unit and excluded positions. The Board, in addition, conducts classification review hearings of management originated reclassification requests and hearings regarding disputes concerning matters related to administration of the classification plan.

During 1983, the Commission Board expanded the review of procedures and practices undertaken during 1982, into a formal review of the role of the Board, the Board's responsibilities for administration of the Civil Service Act, and the Board's capability to provide recommendations to the Minister Responsible for the Civil Service Act on matters concerning personnel administration. The review examined three related functions carried out by the Board which included administration of the Civil Service Act, Regulations and policy related to matters submitted to the Board by Commission staff, planning and policy development, including recommendations to the Minister Responsible for the Civil Service Act, and a separate appeal function.

On the basis of this review, the Board determined that greater emphasis should be placed on the advisory role and on the identification and presentation of long range policy and priority recommendations to the Minister Responsible for the Civil Service Act. The Board noted that the existing resources of the Commission would be involved in defining and presentation of policy options and recommendations.

The Board conducted, during 1983, a series of policy review meetings to identify and priorize current and future issues which were impacting or were anticipated to have an impact on human resource management in government. During these reviews short and long range effects were considered and the resulting deliberations of the Board were presented in a report and assessment of personnel management issues in government to the Minister Responsible for the Civil Service Act.

As outlined in the 1982 Annual Report, the Board conducted a review of the benefits and implications of providing more comprehensive written reasons for matters determined on appeal, and following this review, initiated the practice of providing written reasons for decisions where, in the opinion of the Board, such written reasons were considered necessary to outline the basis of the decision and to provide guidance with respect to the issues presented to the Board on appeal, or to comment on disputes submitted to the Board for a ruling with the agreement of all parties to the dispute.

Minutes of meetings of the Civil Service Commission indicate that the Commission has applied and carried out the provisions of The Civil Service Act with respect to staffing, classification, pay and benefits administration, development and training, staff relations, special programs, personnel audit, employee appeals and general problems concerning personnel administration.

(TABLE A)

Civil Service Commission 1983

Civil Service Commission Meetings	31
Appeals Received	38
Appeals Not Accepted	—
Appeals Withdrawn	15
Appeals Pending	1
Appeals Heard	22
Appeals Granted	1
Appeals Denied	21

Types of Appeals

	Initiated	Not Accepted	Withdrawn	Pending	Granted	Denied
Classification	32		14		1	17
Selection	2		1			1
Classification Dispute	—					—
Lay-Off	1					1
Other	3			1		2

Review Hearings

Classification Reviews	2 (2 declined)
Selection Dispute	1 (1 declined)
Benefits Administration	2 (2 granted)

Personnel Policy Administration

	1983
Educational Leave	2
Special Merit Increment	7
Additional Remuneration	23
Employment Over Age 65	—
Indefinite Suspension	—
Extension of Sick Leave	—
Compulsory Medical Retirement	—
Salary Adjustment	—
Over Range Pay Determination	37
Establishment of Probationary Period	—
Leave of Absence	—
Class Specifications/Series Reviews	16

Personnel Policy and Program Reviews

Core Area Training and Employment Plan	— approved
Summer Student Employment Policy	— approved
Typing Test Policy	— approved
Recruitment and Selection Procedures — Board Composition	— approved
Word Processing Series — Report	— reviewed
Manitoba Job Families	— reviewed
Confidential Medical Information Policy	— reviewed
Legislative Amendment Proposals	— reviewed

Reviews Directed

Word Processing Operator Series
Engineer Series (Administration)

(TABLE B)

Civil Service Commission — Comparative Analysis

	1979	1980	1981	1982	1983
Civil Service Commission Meetings	17	19	21	23	31
Appeals Received	10	35	38	44	38
Appeals Not Accepted	1	2	3	—	—
Appeals Withdrawn	1	5	10	9	15
Appeals Pending	—	—	1	—	1
Appeals Heard	8	28	29	35	22
Appeals Granted	5	4	10	7	1
Appeals Denied	3	24	14	28	21
Classification Review Hearings	—	2	4	8	2
Classification Reports Requested	—	—	2	5	2

	1979	1980	1981	1982	1983
Personnel Policy Administration					
Educational Leave	3	9	25	12	2
Special Merit Increment	10	9	8	16	7
Additional Remuneration	6	6	4	7	23
Employment Over Age 65	5	4	2	—	—
Indefinite Suspension	4	2	6	—	—
Extension of Sick Leave	1	2	1	2	—
Compulsory Medical Retirement	—	—	2	—	—
Salary Adjustment	—	4	1	2	—
Over-Range Pay Determination	—	16	12	28	37
Establishment of Probationary Period	—	1	1	—	—
Leave of Absence	—	6	—	1	—
Other	—	2	—	—	—
TOTAL	29	61	62	68	69

(TABLE C)

Delegation of Recruitment and Selection to Departments

Department	Initial Delegation	Amendment to Delegation	Extension of Delegation
Labour & Empl. Serv.	April 1/80		to April 1, 1985
Municipal Affairs	March 1/80		to March 1, 1985
Agriculture	March 1/80		to May 1, 1985
Community Services and Corrections	April 1/80	Modified Dec. 1/82 to Community Services Only	to October 1, 1985
Northern Affairs	April 1/80		to December 1, 1984
Education	May 1/80		to May 1, 1984
Health	May 1/80		to May 1, 1985
Man. Health Serv. Com.	July 1/80		to July 1, 1985
Government Services	Oct. 1/81		to October 1, 1984
Finance	Nov. 1/82		to November 1, 1985
New Delegations			
Attorney-General (non-legal positions)	May 1/83		
Energy & Mines	May 1/83		
Workshare Agreements			
Attorney-General (legal positions)			to May 1, 1984
Co-operative Dev.	Dec. 15/82		
Fitness, Recreation & Sport	Dec. 15/82		

Personnel Policy and Audit

During 1983, the functional responsibilities of this area and the complementary role of Secretary to the Civil Service Commission Board continued to develop and were significantly impacted by the evolving role of the Civil Service Commission Board.

This function acts in a coordinating and consultative capacity to Commission staff and to the Civil Service Commission Board and develops or administers programs and strategies designed to support the following responsibilities:

- Coordination of the development, review and communication of personnel management policies, procedures and programs under the provisions of the Civil Service Act.
- Provision of policy recommendations, consultation and advice to the Civil Service Commission Board.
- Review and evaluation of personnel management programs in government on a joint consultative basis with individual departments of Government.

These functions support the Civil Service Commission in carrying out its statutory responsibilities for administration of the Civil Service Act and for providing advice and recommendations with respect to personnel administration to the Minister Responsible for the Civil Service Act.

During 1983, the review and redefirition of the functions of the Civil Service Commission Board was continued and the Board undertook a series of policy review meetings. Matters considered included the role of the Board, the nature of advice and recommendations the Board can provide to the Minister Responsible for the Civil Service Act, and the relationship between the Board's statutory responsibility for administration of specific provisions of the Civil Service Act and the adjudicative function of the Board as an appeal body.

During 1983 the nature and complexity of matters submitted to the Board as policy and program recommendations, disputes, or appeals continued to increase and to require more involvement of the Board.

The functions of the Civil Service Commission as a quasi-judicial appeal body were reviewed with legal counsel and the members of the Board continued to develop their knowledge of appeal procedures, functions of a quasi-judicial body and rules of procedure, evidence, and decisions given on appeal.

The Personnel Management Review Program continued during 1983 with the presentation of a formal report and recommendations to the departmental executive group of a department reviewed during 1982. The report and recommendations were accepted in the main by the departmental executive group and an agreed upon course of action to implement the recommendations arising from the personnel management review was developed. The implementation plan included the joint involvement of Civil Service Commission and departmental staff in the identification and provision of programs and services designed to carry out the recommendations of the review.

In addition to a formal personnel management review, the methodology of the program was also utilized by another department of government to complement an operational audit of their personnel/payroll programs.

Plans for 1984 include continuation of the development of standards and norms for personnel management programs with the government service initiated during 1983.

Personnel Services Division

This division is responsible for the development and delivery of personnel management programs and services to departments of government through specialist branches.

Classification and Staffing Branch

This branch is responsible for ensuring the development and maintenance of the staffing and classification programs of the Civil Service Commission including organizational and staff complement analysis, and the allocation and utilization of human resources. Branch programs are developed on the basis of providing a developmental and consultative service to departmental management and the personnel community. Specific emphasis is placed on the provision of programs and services to managers to enable them to carry out their personnel management responsibilities.

The staffing delegation program was again expanded during 1983, with the department of the Attorney-General (non-legal positions) and the department of Energy and Mines receiving delegated authority. The audit of competitions continued with a total of 316 competitions audited during 1983. The audits indicated that recruitment and staffing within the civil service was being carried out within the intent of The Civil Service Act, Regulations and personnel policy.

As outlined in this report, only 2 selection appeals were received out of a total of 437 competitions with one appeal being withdrawn and one appeal being declined.

As outlined in chart 2 on page 26, the number of competitions during 1983 decreased to 437 from 908 in 1982 and the number of applicants decreased from 29,393 in 1982 to 19,748 in 1983. The number of applications per competition, however, on average has been constantly increasing since 1979 as outlined in chart 3(a) on page 27. The average number of applications per competition has increased from 12 in 1979 to 45 in 1983. The average for 1982, which had the highest total number of applications since 1978, was 32 applications per competition.

In addition to ensuring compliance through the staffing audit process, staff have utilized this process to provide for detailed and constructive exchange of information between the Commission and the audited department. This included staffing procedures within the department and the development or refinement of pertinent policies and procedures. This process also facilitated the identification of management training needs related to recruitment and selection procedures and other personnel policies. These identified needs are being addressed through a three day seminar on recruitment and selection procedures presented jointly by departmental and Commission personnel staff.

During 1983, in response to the Policy Guidelines on French Language Services approved by Cabinet, the Manitoba Civil Service Application for Employment was issued in a bilingual format and positions requiring bilingual capacity were advertised in both official languages.

During 1983, this branch, in co-operation with other branches of the Commission, worked in conjunction with the Winnipeg Core Area Training and Employment Agency, Department of Education, on establishment of a special program to provide priority staffing for core area residents to up to 25% of vacant entry-level clerical and secretarial vacancies within the geographic area of Winnipeg. The priority staffing provided for the direct staffing of these positions by qualified or qualifiable Core Area Residents.

In order to facilitate this priority staffing program, and to respond to government policy thrusts with respect to Affirmative Action, the staffing procedures for entry level positions within the scope of the Core Area Program, and for entry level positions which could constitute a promotional opportunity for in-service employees were returned to direct Commission involvement.

The Commission became responsible again for testing and referral of candidates for entry level positions designated by the Commission. This resulted in the posting of a greater range of entry level positions which could provide a promotional or career opportunity to existing employees. The special program for the Core Area target population included an extensive testing and interview program to select candidates for participation in the various aspects of the Core Area program, which includes direct placement, training on the job or training in an academic setting prior to job referral.

Development of the job classification system continued during 1983. Specific tools developed included a job family manual, a revised job description form, and a new classification analysis form.

These three new tools are designed to provide the groundwork for the assumption of increased responsibility by departments for job analysis and recommendation of appropriate classification levels to the Commission.

The job family manual provides a structured occupational framework into which all classification titles in current use have been allocated. The framework's seven occupational groups and seventeen sub-groups are intended to outline the natural linkages between occupations. The job family manual will be used by managers, employees and personnel practitioners for career planning, human resource planning and training and development.

A new job description form was developed to assist managers in establishing and defining job duties and to facilitate job analysis by personnel administrators. The revised form focuses on the intent, scope and accountability of jobs. These elements are also present in the new classification analysis form which emphasizes the intent of positions, the manner in which positions are utilized, the intent of class specifications and the comparability of positions within the organization. This form will be used by both departmental and Commission staff in the review of job classifications.

Classification research undertaken during 1983 included a review of the application of the word processor series, and the initiation of a study of the effect of technological change in the classification system. These reviews will be ongoing during 1984.

Thirteen series reviews, resulting in newly-established or revised classification definitions were undertaken and completed during 1983. Several others are in progress, including major reviews in the administration/program management, financial and communications areas. These major reviews are being undertaken with the intent of consolidating several classification titles in a particular job family grouping.

A review of existing practices with respect to administration of typing tests and typing standards was completed during 1983 with the introduction of a new typing test policy which provides for the acceptance of Canada Employment Centre typing test results and the use of a consistent test in co-operation with Canada Employment Centres within Manitoba. This will provide for more consistency in typing tests and will reduce the requirement for re-testing of applicants.

Efforts to continue the upgrading of personnel management skills within the government service were continued with a program of secondment of commission professional staff to departments to assist in establishing or developing personnel services units within departments. To complement this program it is anticipated that departmental personnel officers will be seconded to the classification and staffing branch to develop special expertise in personnel selection and job evaluation.

Employment Services Branch

This Branch is responsible for providing assistance to the public and existing employees related to attaining employment, maintaining productive work performance within the work setting, and progression through a reasonable career path consistent with government practice.

Branch programs are delivered by a team of professional officers with backgrounds in social sciences and human relations. The programs provide an integrated approach to employee health, career and personal concerns, as well as, provide information to the public about employment with the provincial government.

Employee Assistance Program

This program has the primary objective of identifying, assessing and recommending appropriate resolutions to health related employee performance problems. Program staff perform their functions in consultation with departmental management, the various Employee Associations and client employees. The Employee Assistance Program is based on the philosophy that health and satisfaction with employment are significant factors which impact on productivity, attendance, staff morale and labour relations within our employee population.

In 1983 the activities of the Employee Assistance Program focussed on assessing and evaluating existing practices used within the program to reduce the level of health related employment problems and to design and develop improved training program to more accurately reflect and support a co-operative and consultative union-management approach. The revised training package will be piloted in early 1984.

The effectiveness of the Employee Assistance Program is dependent upon the appropriate utilization of services by employees, the employing authority and union representatives. The importance of providing comprehensive educational programs to develop knowledge and skills within the cited groups about the services provided by the Employee Assistance Program is a major objective for 1984. Staff continued to deliver training sessions to the Manitoba Government Employees' Association union stewart program and to provide on-site consultation to managers/supervisors on an ongoing basis during 1983.

As outlined in chart 5 on page 33, the caseload of referrals to the Employee Assistance Program increased by 28% over 1982. Chart 6 on page 33, outlines the nature of the health problems referred to the program.

An additional responsibility of the Employee Assistance Program is the co-ordination of vision examinations for all employees required to work on video display terminals for twenty-five percent or more of the normal work week. During 1983, 321 vision examinations were conducted with no significant eye disorders being cited. Further research is being conducted in this area in consultation with the professional community in order to develop an appropriate research tool to evaluate the information being produced by the individual eye examinations. The accumulated data will be analyzed in 1984/85 in order to make recommendations to the joint union-management Visual Display Terminal Committee. The Employee Assistance Program continues to provide counselling and information to pregnant visual display terminal operators and to date there has been satisfactory re-assignment of pregnant employees where this has been requested.

The Visual Display Terminal Committee has consulted with agencies such as the Radiation Protection Section of the Manitoba Cancer Treatment and Research Foundation during 1983, and conducted tests on video display terminals to ensure compliance with standards of the Radiation Emitting Devices Act.

Two pilot attendance monitoring programs established in 1982 were reviewed during 1983. The review indicated the importance of a consistent approach to monitoring sick leave use, and demonstrated the program benefits of early detection, referral and resolution of health problems. The review also indicated a significant reduction in casual sick leave use as the result of implementation of the attendance monitoring program.

As a result of the success of the two pilot attendance monitoring programs, a formal attendance monitoring program model is being developed for implementation within departments of government by departmental personnel branches.

The "Operation Kick-It" program offered during 1983 will continue during 1984 and will be extended to rural areas in response to employee requests.

Career Development Program

The overall objective of this program is to promote and facilitate career planning activities by civil servants and departmental management and upon request to provide information on career opportunities and selection procedures within the Manitoba civil service to students and public groups.

In 1983, activities included participation at the Career Symposium, Manitoba's largest career event for the public, along with many speaking engagements and other career fairs at high schools in Winnipeg, Portage la Prairie, and Morden, Manitoba. Similar events were attended at the University of Manitoba and the University of Winnipeg, the Museum of Man and Nature and the Career Opportunities in Preparation for Employment (C.O.P.E.) program. Liaison was established with volunteer coordinators to promote the concept of volunteer work for career development purposes.

Career counselling was provided on an individual basis to civil servants referred to the program by self or departmental referral. As, during 1983 the government service was experiencing budgetary restraint and resulting limited availability of employment opportunities, employees' concerns related more to career planning activities, educational alternatives and opportunities, and maximization of career opportunities within the employees' present employing situation.

In order to meet the increasing demand for career counselling services, the Career Development Program is assisting two departmental personnel branches in establishing career counselling services within their departments. Employees continued to be referred to the Career Development Program by departmental management for assistance in evaluating skills, abilities, and aptitudes for alternate employment within government. Where appropriate, vocational testing was utilized to supplement the counselling sessions, and referrals to existing community resources were made to provide employees with specific information and/or assistance.

Two presentations of the newly developed career planning seminar were offered to civil servants in the spring and fall, with topics such as self assessment, familiarity with government careers, opportunities for training and advancement, exploration of alternative occupations, career management strategies and the overall development of a career plan being presented. This seminar has received an excellent response with offerings fully booked into 1984. Seminar participants are also encouraged to participate in an optional six month follow up program designed to provide support and suggestions during implementation of their individual career plans.

The career resource centre was developed with the assistance of a STEP summer student to provide resource materials in career planning to supplement counselling and seminar activities. The major categories of information collected include descriptions of government occupations, educational programs, volunteer oppor-

tunities and handout materials on self assessment, career management and job search techniques.

Research was initiated to assess current testing practices used within government for recruitment, selection and transfer purposes in order to ensure that any test used in government is non-discriminatory and appropriately validated.

Office of Equal Employment

In 1983 the overall thrust of the Office of Equal Employment Opportunity focussed on preparation for the implementation of the Affirmative Action Policy approved by Cabinet in December 1982. Individualized services to target group members decreased as program resources were directed toward facilitating the implementation of the Affirmative Action Policy.

The general application for government employment form was revised and restructured to provide for self-declaration of target group status with the approval of the Manitoba Human Rights Commission under Section 9 of the Human Rights Act. The redesigned application form will provide a data collection instrument to assess outreach recruitment, selection, and staffing patterns as they relate to target group members applying to or obtaining employment or promotion within the Manitoba civil service.

An annual audit of all job bulletins was conducted to identify and correct unclear, ambiguous or unacceptable terminology. Criteria for the evaluation of employment advertising and staffing bulletins was prepared for inclusion in the overall audit of delegated department staffing procedures.

A list of resources to assist government departments in implementing the Affirmative Action policy was researched and documented including community agencies and organizations providing service to target group members and their prospective or existing employers. In addition, a listing and description of internal government resources was prepared to provide departmental management with a current reference to existing intra-government supports to affirmative action.

Contact and communication with advocacy agencies representing target group members was increased in order to utilize the services being provided through these agencies, such as employment readiness training, and job search assistance, and to avoid duplication of existing services by the Office of Equal Employment Opportunity.

In addition to services provided to individual target group members, community information sessions were held for agencies within and outside of the government service and staff participated in the provincial Career Symposium. Research by the branch included such topics as job-sharing, a brief to the Commission of Inquiry into Equality of Employment, and participation in the Concerning Work Symposium of the Manitoba Museum of Man and Nature.

In consultation with the Core Area Training and Employment Agency of the Department of Education, an employment strategy was developed and approved by the Commission to facilitate the assessment, training, and hiring of core area residents into entry level clerical and secretarial positions within the provincial civil service.

The program provides specialized services to core area residents in order to allow for (1) the direct referral of qualified core area candidates to positions within the civil service where specific criteria are met; (2) placement in positions for on the job training for a period of six months with a salary subsidy provided under the Core Area Program and appointment to the position if performance is satisfactory at the end of the training period, and (3) enrollment in a recognized educational program for up to 12 months with financial aid being provided by the Core Area Agency, in order to develop the candidate's skills and abilities to the level required for direct referral to vacant entry level clerical/secretarial positions.

Development and Training Branch

The purpose of the Development and Training Branch is to increase individual and organizational effectiveness through the provision of the necessary policies, programs and resources required to meet identified training and development needs within the civil service. Through staff functioning as training specialists and resource persons, the branch assists departments in improving work performance, efficiency, overall effectiveness and job satisfaction. Individual employees, work teams, and organizations participate in programs designed to improve knowledge, skills and behavioral patterns.

The Development and Training Branch accomplishes its mission by assuming a leadership role in addressing service wide training needs in management development, and occupations that apply across the government, and by providing a support role to departmental resources who provide for

training needs specific to a department or occupations unique to a department.

During 1983 the branch continued to focus on individual development as reflected in the course offerings outlined in Appendix 4. Responding to new needs identified within the Civil Service, additional programs were added to the staff development and training calendar. These programs included "Dealing With The Public", "Stress (Self-Management and Beyond)", "Career Planning Program" and "Word Processing Concepts Course". Through effective program communication and the success of the secondment program, the branch was able, for the second successive year, to train more than 3,300 course participants.

Demand for courses of independent study increased by 80% in 1983 following a 40% increase from 1981 to 1982. In response to the particular supervisory requirements of first level managers, a self study training package, the "Supervisory Basics Course", was introduced. This program emphasizes knowledge and skills relevant to the government employee who has just assumed supervisory responsibilities.

Program and Service Development

Affirmative Action

Specific resources within the Development and Training Branch were assigned to respond to the training requirements of government initiatives in the area of affirmative action. These resources will compliment the work of the joint union/management affirmative action committee by designing and administering special training and management development programs necessary to facilitate the objectives of the Affirmative Action Policy. Other assistance will be provided to the committee as requested.

Consulting Services

A major reallocation of staff resources was made to respond to a significant increase in departmental demands for consulting services, particularly requests for the Development and Training Branch to work in co-operation with departmental personnel in an effort to resolve specific training or organizational matters. Advisory assistance was provided to many departments including Agriculture, Consumer and Corporate Affairs, Co-operative Development, Education, Government Services, Housing, Municipal Affairs, and Northern Affairs and to other crown agencies and commissions. The nature of the service included such work as the design of training programs to meet a particular departmental requirement, the assessment of development and training needs within an organization, team building, the design and implementation of performance appraisal systems, organization diagnosis and the linking of special needs to outside resources.

This emphasis on increased consulting services is part of a trend that has been observed in recent years and is expected to continue. The Development and Training Branch will continue to reorganize staff responsibilities and program objectives to meet this demand.

The branch also arranged for the delivery of an advanced consulting skills program in response to identified needs. This program was attended by both branch and departmental personnel and served as an important step in upgrading the knowledge and skill of those people throughout the service who are engaged in organizational advisory services.

Outreach Services

Outreach services are provided by the Development and Training Branch apart from the regularly scheduled training courses included in the training calendar and the branch's consulting services. These services include responding to special requests for the delivery of training programs and delivery of these programs is commonly on an in-house departmental basis. In 1983 there were 62 of these special events. While the regularly scheduled programs of the branch are arranged in such a way as to provide both Winnipeg and rural training opportunities, the outreach services afforded many rural communities with additional course offerings. Among those communities to benefit were The Pas, Thompson, Brandon, Portage la Prairie, Dauphin and Selkirk.

Executive Development

The Branch acted on the special development requirements of senior managers identified through interviews with deputy ministers, and a program of training activities was designed in response. The training included an advanced media relations training workshop for selected senior government employees. This workshop had been successfully offered in 1982 and was again offered to meet a continuing demand. Another activity was an Executive Lecture Series, consisting of three seminars arranged with faculty from The University of Manitoba including Managing Change, Managing Under Restraint, and Women in Executive Positions.

A third activity provided a stress management program for executives. This workshop was arranged and delivered by two recognized experts in the field of stress management.

Performance Management Series

In 1982, the branch designed a comprehensive series of seven programs for training supervisors and managers in the work planning and performance appraisal. This series was designed to help managers be more responsive to the civil service needs of improving performance, financial control and accountability. In 1983, a special three day workshop was designed and piloted to give managers an overview of the Performance Management Series and how it was constructed. This overview workshop acquaints managers with the specific and total skills the full series can provide to participants. It also provides the manager with the freedom to assess whether the whole series is required for their purposes or if training in just some of the components will suffice. The overview represents an effort by Development and Training to provide comprehensive management training and at the same time to give managers the option of selecting a whole integrated package or only those portions which are more important or immediate to their requirements.

Summer Case Writing Project

Another new initiative was to employ four university students in the capacity of case writers. This original project was undertaken to enhance civil service training programs by including documented case histories of real administrative action in the course content. After being trained in the skills of case writing, the students interviewed managers throughout the service and compiled descriptions of recent administrative decisions. These descriptions were developed into formal case studies which are now being incorporated into the branch's training programs. This project constitutes a unique approach by a public employer to document and incorporate real management situations into training programs and thereby enhance the value of those programs for its participants.

Dealing With The Public

In response to a service wide need for a training program to impart the skills necessary for effective client-civil servant communications, a seminar Dealing With The Public was redesigned and added to the training calendar. This seminar provides the opportunity for civil servants to be trained in understanding the concerns of the public with whom they deal from the public's perspective, and in practical methods of dealing with those concerns.

Stress (Self-Management and Beyond)

Due to an awareness of the effects of stress within any organization, a new training workshop was developed and introduced to respond to this problem. Current stress management knowledge, and techniques of coping with stress were integrated with other proven approaches to provide participants with insight into the symptoms and causes of their own stress and to provide practical action steps which can be taken both at work and in their personal lives to improve the situation. This program recognizes that personal development is part of organizational effectiveness.

Career Planning Program

This training program was added to the training calendar to meet the expressed need of self motivated individuals to systematically plan their own career. The Career Planning Program was designed to enhance employees' appreciation of how their position relates to organizational goals, and how they can develop a plan to improve their work status. This training is designed to compliment the affirmative action program.

Word Processing Concepts Course

A new word processing concepts course was designed to meet the impact of changes being made in work patterns as a result of implementation of word processing technology. This training provides government employees with a better understanding of the potential benefits to be gained through this new technology within their specific office environment.

Personnel Systems and Administration Branch

The Personnel Systems and Administration Branch is responsible for ensuring the appropriate development, utilization and confidentiality of personnel management information within the civil service. This is accomplished through the development and administration of an effective compliment of policies, procedures, systems, and capabilities in co-operation with departmental personnel managers and their staff. To this end the branch manages the Manitoba Employee Information System (M.E.I.S.), a computerized information system, as well as a "hard copy" system of personnel records to support both internal and external requirements. The M.E.I.S. provides an information base of personnel related data and actions for all government departments to meet management information needs, to monitor staffing commitments in relation to approved budgets, and to maintain employee and position records.

In addition to its records management responsibilities, the branch is also responsible for providing a comprehensive and professional

level of internal support services (including finance, administration, information systems, and communications/public relations) common to and required by all branches of the Civil Service Commission.

System Maintenance and Development

In addition to regular maintenance, fiscal year end, and general pay increase processing, the systems group has been responding to changes requested by department personnel offices or required by changing personnel policies. Staff completed 45 change projects including major redevelopment of the province's Dental Plan and increment processing systems. Emphasis has been placed on the review of personnel information reports from the M.E.I.S. to ensure that they adequately fill a legitimate need in department operations.

The Civil Service Commission and the Department of Finance are co-operating on a project to upgrade and enhance the operations of both the payroll and personnel systems. The project involves the replacement of the current payroll system as well as significant changes to the M.E.I.S. to allow integration of the data preparation and data entry processes. Planned changes are expected to yield significant benefits to all governments departments in reduced manual effort and better information availability.

This project represents a major effort for the branch as planned changes involve:

- development of two new data exchange programs for personnel/payroll actions and for time worked information from each pay cycle.
- addition to and modification of information on current data bases.
- update and alteration of numerous personnel reports and inquiry programs.
- development of new procedure manuals and training programs.

In addition to the above project, considerable effort was undertaken during 1983 to update the M.E.I.S. technology, and to streamline its operations to achieve better cost efficiency and effectiveness. This effort is in preparation for providing a more responsive program of personnel management information to line departments. Development efforts are expected to commence during the 1984/85 fiscal year.

Personnel Records and Benefits Administration

In the records processing area, effort was continued to involve the Commission's largest clerical group in the identification and resolution of problems affecting work productivity and the quality of work life. A major review of work priorities, volumes and procedures resulted in a reorganization of staff responsibilities and work procedures in the area. This reorganization effectively addressed many work problems identified by the group and has yielded significant productivity improvements.

Support of various work experience programs was continued through providing a workstation opportunity for the following programs:

- Work Education Program from the Manitoba School for the Deaf
- Work Experience and Placement Program from the Department of Employment Services and Economic Security.
- High School Work Experience Program including students in the Adult Education Program.

The development of a branch operating manual to clarify work procedures, assist in job rotation and backup, and facilitate staff training and development is planned for 1984.

Financial and Administrative Services

Staff assistance was provided to the Deputy Minister through reviewing and reporting on the departmental planning process in place in the Civil Service Commission. The main emphasis of improvement efforts was in updating the strategic planning baseline for the department and in formalizing the structure of the planning process. Since this review the following actions have been taken by senior management:

1) A departmental executive committee has been formed with designated responsibility for strategic planning, resolution of inter-departmental issues, priority-setting and review of long range operational plans.
2) A strategic review was conducted by the Executive Committee to establish a new planning baseline for the department.
3) A new role and mission statement was prepared and approved by the Executive Committee.

This area will continue staff support and advice to the Executive Committee in ongoing efforts

to improve the effectiveness of department management systems. In addition, a series of training sessions for management and accounting personnel are planned to facilitate improvements in commitment accounting methods and procedures, in order to provide more timely and consistent information for budget control and cash flow management.

Communications/Public Relations

This function continued to provide staff support and advice to the Executive Committee and branch managers to enhance the communications and public relations efforts of the Civil Service Commission. Efforts have been focused on the development, co-ordination, publication and distribution of the employee newspaper *Inside Outlook*.

During 1983 four quarterly issues of the newspaper were published and distributed to the homes of over 16,000 employees. In addition to the regular features of Long Service and Retirement recognition and the Development and Training Course Calendar some significant feature articles were presented. These included:

- An Overview of the Competition Process
- Health: Stress Management
- Planning for Retirement
- French Language Services: Information and Policies
- Job Classification: What's It All About?
- Affirmative Action
- Performance Appraisal Makes Training Pay Off
- All Charities Campaign
- Working Women: "Myths and Facts"

Plans for 1984 include obtaining feedback on the newspaper from employees and the personnel community in order to assess its impact and to evaluate the direction that should be taken for future issues.

Staff Relations Division

Negotiation Services Branch

The Negotiation Services Branch represents the government in all labour relations activities with its employees. These activities include the negotiation, implementation, administration and interpretation of collective agreements between the government and its various bargaining units. The branch also provides on request consultative labour relations services to a number of crown corporations, boards and agencies.

Negotiations

Civil Service Negotiations

In March 1982 the branch had negotiated a two-year Government Employees' Master Agreement (GEMA) with the Manitoba Government Employees' Association (MGEA). This agreement which was to expire in March 1984 provided for a wage increase of 10.3% through a Cost-of-Living (COLA) formula effective March 19, 1983.

Early in 1983 discussions took place with the MGEA which resulted in the following changes:

(a) the 10.3% wage increase was deferred for 3 months until June 18, 1983.

(b) the collective agreement was extended for six months to September 28, 1984.

(c) a wage increase of $370 per year (1.5%) was negotiated effective June 23, 1984.

(d) an employer paid Long Term Disability Plan was agreed upon effective April 1, 1984.

(e) a provision was negotiated which provided that there would be no lay-off of regular employees and certain other categories of employees.

Professional Agreements

In 1983 agreements were concluded through arbitration with the Manitoba Medical Association (MMA) representing government employed physicians and the Organization of Professional Engineers Employed by the Province of Manitoba (OPEEPM). Both agreements were for a one year period and resulted in increases of 10.5% for the engineers and 10% plus 2% for the physicians. Bargaining for a renewal of both of these agreements commenced in 1983 and was continuing at the end of 1983.

The agreements with the Manitoba Association of Crown Attorneys (MACA) and the Legal Aid Lawyers Association (LALA) were extended through negotiation on the same basis as the contract extensions agreed to as a result of the Civil Service negotiations.

Crown Corporations, Boards and Agencies

The branch also negotiated contract extensions similar to that agreed upon in the Civil Service Negotiations. These contract extensions involved the following Crown Corporations, Boards and Agencies: Manitoba Agricultural Credit Corporation, Manitoba Crop Insurance, Manitoba Centennial Center Corporation, The Pas Housing Authority and Brandon Regional Housing Authority.

In addition, the Branch negotiated first collective agreements on behalf of two newly certified groups of employees employed by Westbran Work Activities Project and the Winnipeg Regional Housing Authority.

At the end of 1983 negotiations were underway respecting first collective agreements for four newly certified groups of employees at the Alcoholism Foundation of Manitoba, The Pas Human Resource Opportunity Project, Churchill Housing Authority and Winnipeg Human Resource Opportunity Project.

In addition, negotiations were proceeding for first collective agreements for five new bargaining units at the Deer Lodge Center.

Contract Administration

The branch continued its function of the administration of the collective agreements which it negotiates. This involves implementing the agreements and providing contract interpretations and administrative directives to departments and crown corporations, boards and agencies. The Branch also provides consultative services to management regarding proposed management actions which impact individual employees or the bargaining unit and recommends the most effective manner in which such action should proceed.

The branch conducts a variety of educational programs for management. The objective of these programs is to familiarize managers with their rights and obligations under the collective agreement to enable them to deliver government programs in the most efficient and effective manner.

In addition, the branch maintained its responsibility for the administration of the grievance-arbitration process. This involves determining the final disposition of each grievance not resolved during the grievance procedure and

representing the government on any grievance adjudicated by an arbitration board.

The branch also participated in a wide variety of labour-management consultative processes with various bargaining units. This included working with labour-management committees respecting Workplace Health and Safety, Categories of Employment, Technological Change, Video Display Terminal Review, and Redeployment.

Compensation Services Branch

Pension Improvements

The Civil Service Superannuation Act covers a number of public sector groups. Changes to the Act occur after discussion and concensus between the Employees' Liaison Committee (representing employees) and the Task Force (representing participating Employers). During 1983 legislation was passed allowing for the distribution of about one-half of the Superannuation Fund's employee surplus contributions identified in its last tri-annual report. Close to $4 million was allocated for improvement to the final year's average earnings formula for purposes of pension calculation. The remaining one-half of the surplus had been allocated in 1982 to supplement the annual cost-of-living adjustments for current pensioners.

In March 1983, the government announced a program to encourage early retirement in the public sector. The "Civil Service Special Supplementary Severance Benefit Act" was enacted and provided an employer-paid pension supplement to those employees ages 55 and over who retired between March 1 and June 30, 1983. The major supplementary benefits had the effect of

- eliminating the actuarial reduction for those retiring between ages 55 and 60
- calculating pension based on the average best six years' salary rather than the best seven years (the current practice)
- reducing the qualifying period for early retirement from 10 years to 2 years.

During this four-month period, 488 public servants elected to retire early. This represents about 300 more than would have retired under normal circumstances. Two hundred and fifty-six were government employees and 232 were employed by Crown Corporations and other government agencies.

Group Insurance

Discussions regarding changes to the multi-employer group life insurance program are in their final stages. It is anticipated that a major restructuring of the plan will take place in 1984 providing increased protection for most employees.

Long Term Disability

As part of the re-negotiation of the Collective Agreement with the MGEA, the government agreed to introduce a Long Term Disability Plan for government employees effective April 1, 1984. Throughout 1983 discussions have been held with the MGEA concerning the details of such a plan and steps are underway to ensure that the plan will be operational by April 1, 1984.

Management Compensation

The government approved a salary increase for their executive employees effective April 1, 1983 amounting to $1,000 per annum or approximately 1.9% to the average executive. Middle management employees were granted increases in line with increases for the MGEA.

Appendix 1

Competitions by Department

	1983
Agriculture	31
Attorney-General	40
Civil Service Commission	1
Community Services & Corrections	37
Consumer & Corporate Affairs	4
Co-operative Development	5
Crown Investments	1
Culture, Heritage & Recreation	10
Education	46
Economic Development & Tourism	10
Energy & Mines	13
Environment Workplace Safety & Health	7
Executive Council	2
Finance	36
Fitness, Recreation & Sport	1
Government Services	42
Health	62
Highways & Transportation	11
Housing	10
Labour & Employment Services	21
Legislation	3
Manitoba Housing & Renewal Corporation	6
Municipal Affairs	5
Natural Resources	15
Northern Affairs	18
Urban Affairs	—
TOTAL	437

Comparative Total Competitions

1977	1978	1979	1980	1981	1982	1983
942	559	1,054	1,117	947	908	437

Competitions

Total Number of Applicants

Male	Female	In-Service	Out-Service
12,437	7,311	2,903	16,845

Total Number of Applicants Interviewed

Male	Female	In-Service	Out-Service
1,787	1,293	990	2,090

Total Number of Successful Applicants

Male	Female	In-Service	Out-Service
338	250	217	588

CHART 1

Applicants By Category

In-Service/Out-Service

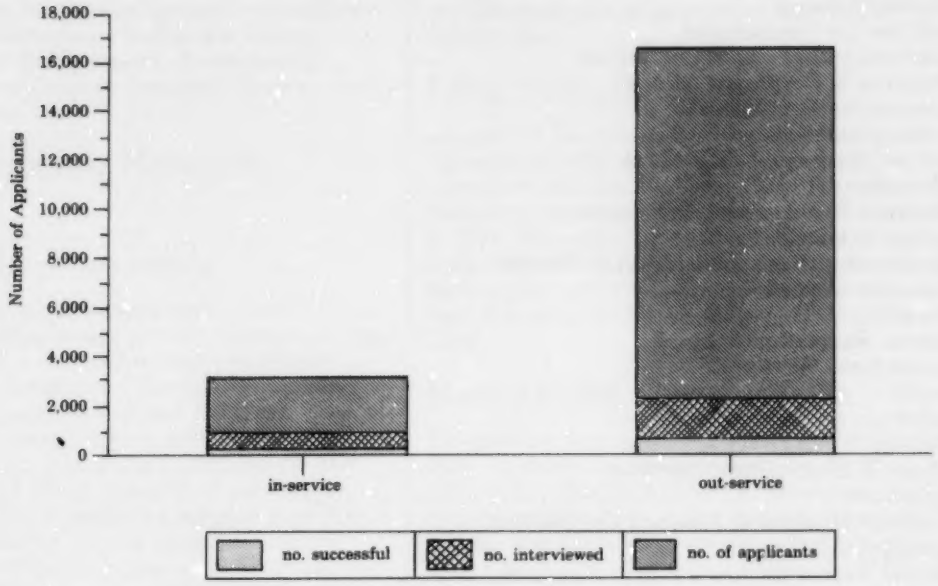


CHART 1(a)

Applicants By Category

Male/Female

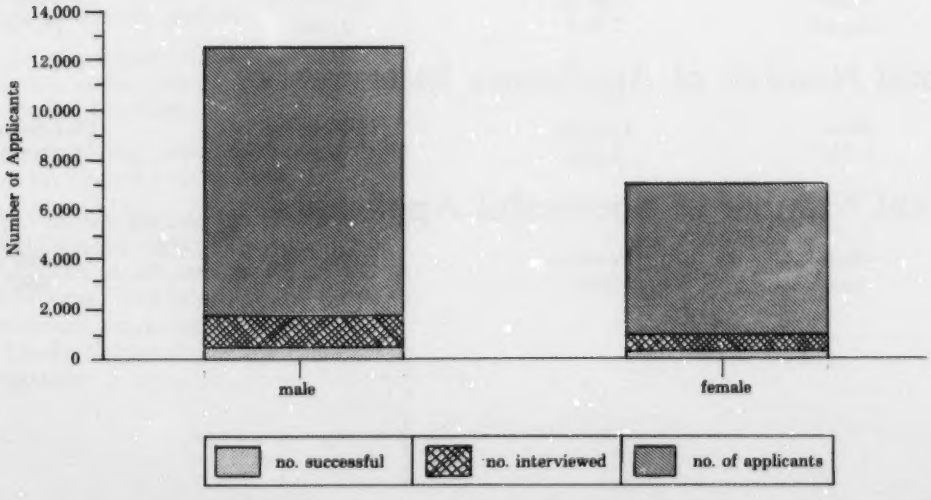


CHART 2

Total Yearly Competitions

Comparative Totals

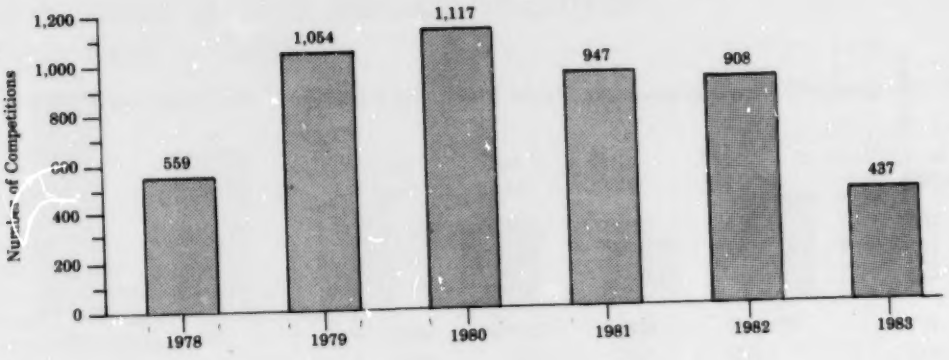


CHART 3

Competitions

Comparative Applicant Totals

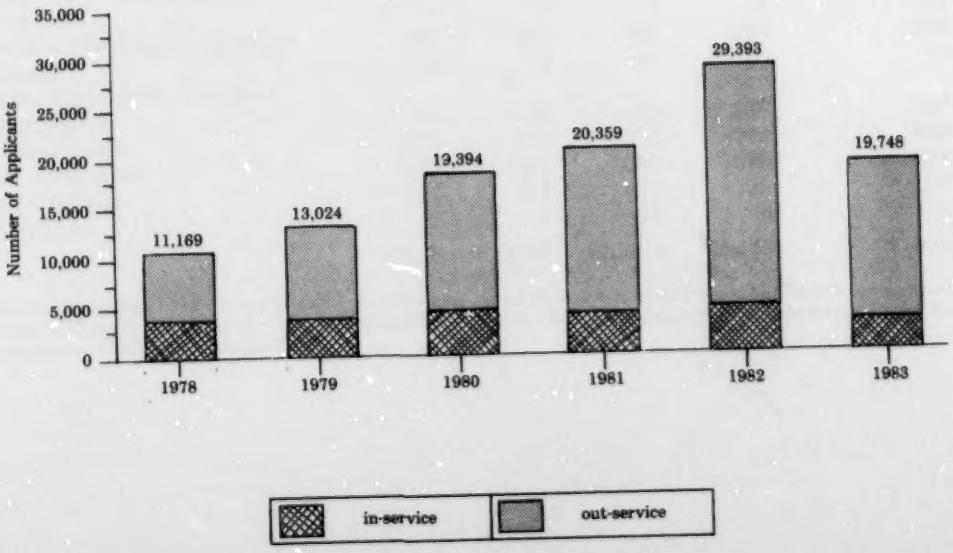
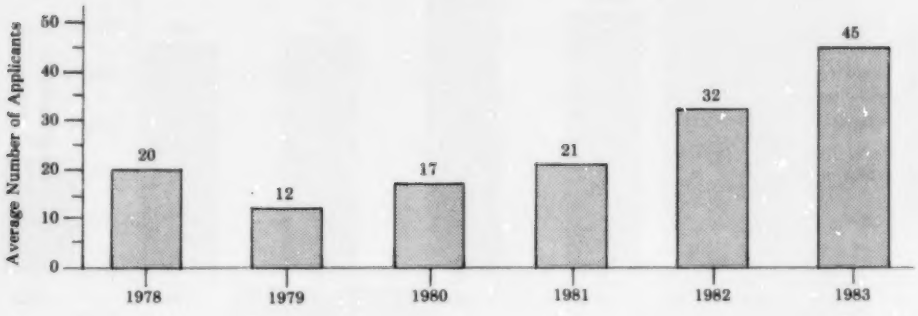


CHART 3(a)

Average Applicants Per Competition



Appendix 2

TABLE 1

Employment Statistics

Total Number of Civil Service Employees At Year End — 1983

NOTE: Totals for 1983 were compiled from the biweekly pay period ended December 23, 1983.

Department	Dec. 1980	Dec. 1981	Dec. 1982	Dec. 1983	Civil Servants in Established Jobs Dec. 1983
Agriculture	559	558	543	521	501
Attorney-General	806	826	845	862	827
Civil Service Commission	64	62	69	68	68
Community Services & Corrections					
(Non-institutional)	1208	1282	789	756	740
Retardation Services	355	352	318	297	293
Correctional Institutions	433	421	439	408	397
Consumer & Corporate Affairs	391	327	152	96	94
Co-operative Development	28	35	30	38	38
Crown Investments	—	—	3	6	6
Culture, Heritage & Recreation	110	135	159	284	258
Education					
(non-institutional)	479	503	557	565	491
Community Colleges	980	1018	996	972	837
Economic Development & Tourism	215	209	205	215	173
Energy & Mines	147	162	168	178	163
Environment, Workplace					
Safety & Health	—	—	—	259	250
Executive Council	25	29	61	58	56
Finance	298	307	341	362	354
Fitness, Recreation & Sport	62	60	66	—	—
Government Services	1019	1120	1183	1018	972
Health					
(non-institutional)	839	918	1442	1437	1347
Mental Health Care	881	837	814	796	776
Highways & Transportation	1056	1105	1133	1103	1068
Housing	—	—	4	71	53
Labour & Employment Services	360	381	365	375	292
Legislation	72	76	80	80	77
Manitoba Housing & Renewal					
Corporation	84	109	152	159	128
Municipal Affairs	279	272	288	288	288
Natural Resources	1008	1067	1099	1079	1015
Northern Affairs	106	104	377	108	105
Urban Affairs	2	3	16	16	8
	*11866	*12278	*12694	*12475	*11675

*This figure includes all Civil Servants and Term employees paid on a regular basis. Does not include departmental (Time Certificate or Casual), Contract, Shift, Sessional, Hourly, or if, as & when employees. The comparative figures for these types of employees will be found in Table 2.

TABLE 2

Comparative Employment Statistics

All Departments	Dec. 1980	Dec. 1981	Dec. 1982	Dec. 1983
Contract Employment	140	111	96	80
Other Employees*	3756	3881	3983	3939

**Comparative employment for Other employees paid on a shift or time worked basis. This includes departmental, casual, shift, sessional, hourly and if, as and when employees.*

TABLE 3

Comparative Employment For All Employees

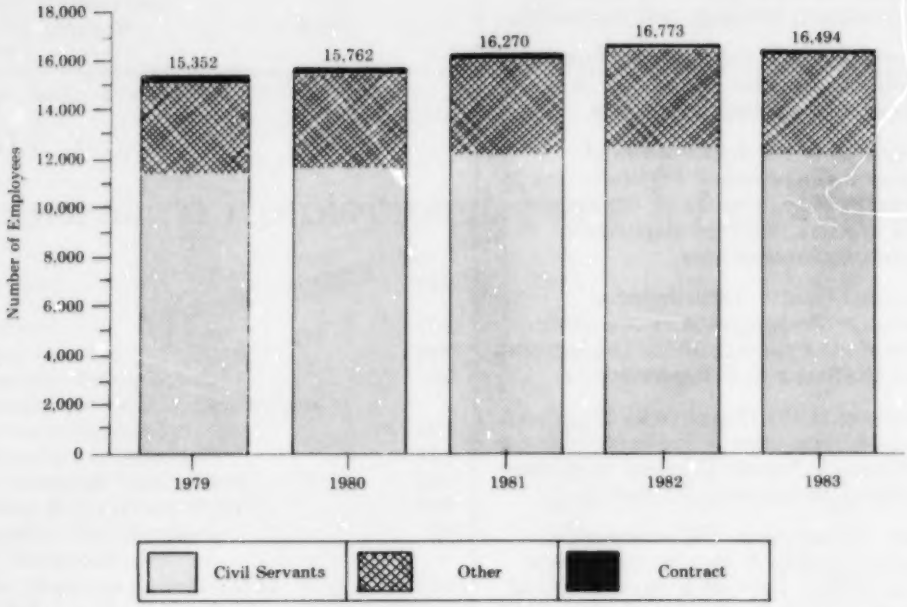
Department	Dec. 1980	Dec. 1981	Dec. 1982	Dec. 1983	Notes
Agriculture	756	671	608	586	
Attorney-General	869	887	924	904	
Civil Service Commission	64	62	69	68	
Community Services & Corrections					
(non-institutional)	1409	1449	934	887	1
Retardation Services	731	754	756	733	
Correctional Institutions	881	884	901	869	2
Consumer & Corporate Affairs	396	328	152	96	3
Co-operative Development	28	35	30	40	3 & 4
Crown Investments	—	—	3	6	
Culture, Heritage & Recreation	114	139	166	288	1, 5 & 8
Education					
(non-institutional)	670	983	1015	1016	
Community Colleges	991	1028	1008	989	
Economic Development & Tourism	212	210	205	223	
Environment, Workplace					
Safety & Health				263	6
Executive Council	25	29	61	58	
Finance	301	309	343	368	7
Fitness, Recreation & Sport	63	60	69	—	8
Government Services	1038	1143	1212	1140	5 & 7
Health					
(non-institutional)	903	956	1557	1535	8 & 9
Mental Health Care	1179	1171	1175	1121	9
Highways & Transportation	2424	2447	2481	2375	10
Housing	—	—	4	71	3
Labour & Employment Services	465	466	429	428	
Legislation	104	98	117	116	
Manitoba Housing & Renewal					
Corporation	139	145	189	200	
Municipal Affairs	279	272	288	288	
Natural Resources	1419	1450	1484	1496	
Northern Affairs	153	129	408	134	6
Urban Affairs	2	3	16	17	
	15762	16270	16773	16494	

Notes:

1. The decrease in the Department of Community Services & Corrections reflects, in part, the transfer of staff years to the Department of Health and the Department of Culture, Heritage and Recreation.
2. The decrease in the Correctional Institutions reflects program alterations in corrections and probation services.
3. The decrease in the Department of Consumer and Corporate Affairs is due to the transfer of staff years to the Department of Housing and the Department of Co-operative Development.
4. The increase in the Department of Co-operative Development is due to the transfer of staff years from the Department of Culture, Heritage & Recreation.
5. The increase in the Department of Culture, Heritage & Recreation is due to the transfer of the Queen's Printer Division from the Department of Government Services.
6. The new Department of Environment, Workplace, Safety & Health was established in March 1983 with the transfer of the division from the Department of Northern Affairs.
7. The increase in the Department of Finance is due to transfer of the Word Processing Branch from the Department of Government Services, and additional staff for the Information Management Division.
8. With the disestablishment of the Department of Fitness, Recreation & Sport, staff years were transferred to the Department of Culture, Heritage & Recreation and the Department of Health.
9. The decrease in the Department of Health reflects alterations in program delivery and regional services.
10. The decrease in the Department of Highways & Transportation reflects fluctuations in departmental employment.

CHART 4

Comparative Employment



Appendix 3

Employee Assistance Program

Statistics for 1979 to 1982 have been included for comparison purposes.

A. Total Referrals:

	1979	1980	1981	1982	1983
	165	249	237	237	304
MALES:				145	171
FEMALES:				92	133

B. Status At Year End:

	1979	1980	1981	1982	1983
Working	141	147	148	99	138
Resigned	10	25	20	12	10
Terminated	7	18	6	12	9
Medical Retirement	4	2	3	7	20
Deceased	3	1	1	2	1
Current Cases	76	56	57	105	126

C. Types Of Health Problems Referred:

	1979	1980
Alcoholism	49 (30%)	87 (35%)
Emotional & Mental Health	47 (28%)	57 (23%)
Stroke, Heart, etc.	36 (22%)	63 (25%)
Other, eg: Family, Legal, etc.	33 (20%)	42 (17%)

	1981	1982	1983
Addiction (alcoholism and/or drugs)	75 (32%)	68 (29%)	73 (24%)
Emotional and Mental Health	52 (22%)	43 (18%)	47 (15%)
Medical	57 (24%)	57 (24%)	78 (26%)
Social/Familial	32 (14%)	28 (12%)	45 (15%)
Employment Related	21 (8%)	41 (17%)	61 (20%)

D. Supervisor Training Program:

	1979	1980	1981	1982	1983
Seminars	22	27	13	7	3
Participants	399	364	193	101	35

CHART 5

Employee Assistance Program

Total Referrals

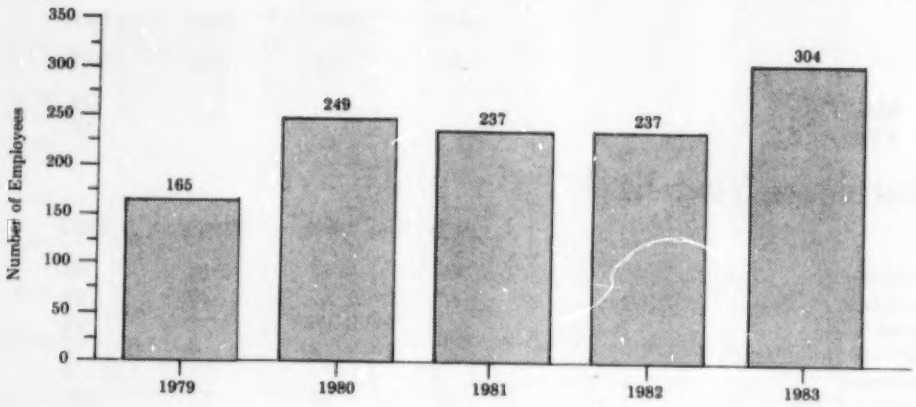
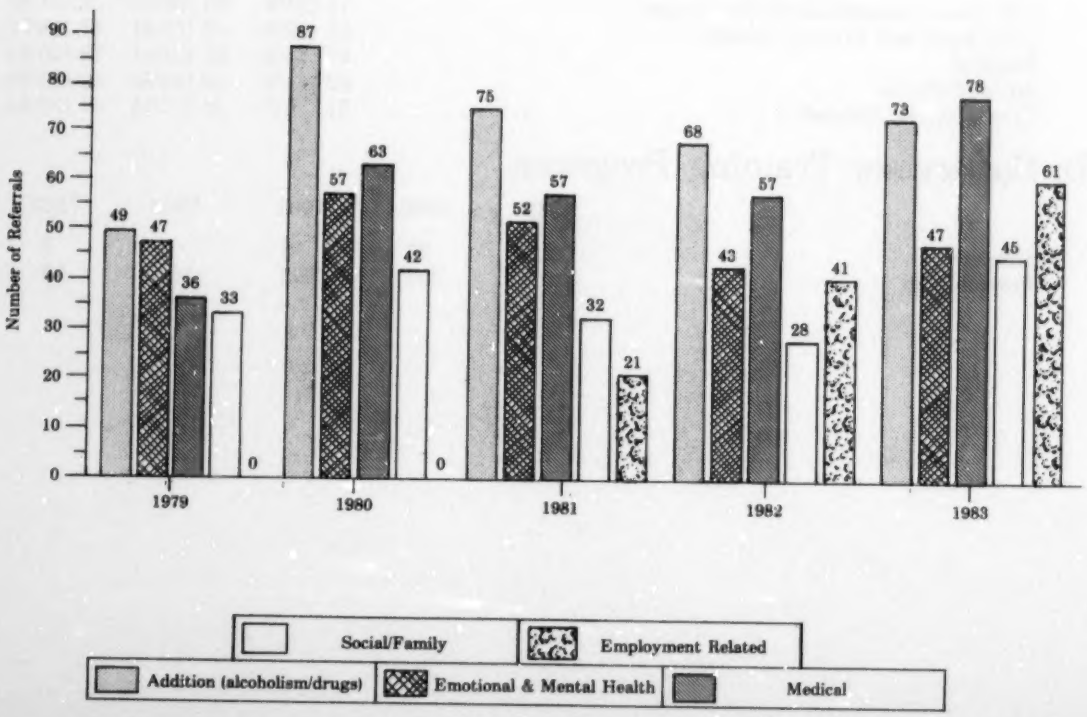


CHART 6

Employee Assistance Program

Types of Health Problems Referred



Appendix 4

Development and Training Courses 1983

Course	Attendance
General Management Programs:	
Action Planning and Control	11
Effective Performance Management	8
Essentials of Management	54
Managerial Styles and Situation Analysis	33
Objective Setting Workshop	103
Human Resource Management:	
Analyzing Performance Problems	42
Coaching and Counselling	5
Conducting The Performance Analysis Interview	8
Employee Relations — Management Under a Collective Agreement	25
Observing and Documenting Performance	27
Orientation Methods Workshop	152
Performance Standards and Appraisal Program	125
Recruitment and Selection Workshop for Managers	13
Setting Performance Standards	34
Supervisory and Support Staff Development:	
Excel — Management For Office Employees	84
Face-To-Face Human Relations and Communications	108
Organizational Role of Supervisors	5
So You Want To Get Ahead	16
Supervisory Basics Course	20
Supervisory Skills Course	138
Women In Management	11
Training For Trainers:	
Instructional Design Workshop	7
Instructional Skills Workshop	12
Instructional Techniques Course	21
Instructor Trainer Workshop	18
Communications Programs:	
Basic Media	10
Dealing With The Public	184
Overhead Transparency Workshop	16
Presentations Workshop	22
Report Writing	39
Slide Presentations Workshop	7
Strategies For Effective Listening	2
Strategies For Effective Reading	15
Technical Writing	60
Written Communications Workshop	87
Learning Process Programs:	
Learning To Learn	58

General Skill Development Program:

Conducting More Effective Meetings	30
Consulting Skills Workshop	36
Creative and Rational Problem Solving	25
Interviewing Skills	16
Negotiating Skills	13
Records Management	9
Time Management	84

Special Programs:

Assertiveness Training Workshop	170
Canvasser Briefing Sessions — All Charities Campaign	165
Career Planning Program	13
Group Development	12
Group Dynamics and Facilitation	10
Life/Work Planning	19
On Being Interviewed	9
Pre-Retirement Planning	500
Professional Systems Analysis	24
Resume Writing	6
Stress (Self-Management and Beyond)	112
Study Skills	4
Team Building	5
Word Processing Concepts	350
Executive Lecture Series:	
Managing Change	31
Managing For Times of Restraint	32
Media Relations For Deputy Ministers	13
Women in Executive Positions	30

Civil Service Commission Funded Programs:

French Language Training	16
Certificate Program — Public Sector Management	41
Public Speaking Training	7
University at Noon Program:	
— Psychology (Manitoba Hydro)	20
— Economics (Manitoba Telephone System)	18
— Political Science (Woodsworth Building)	26
Total Attendance	3,382